

THE GEORGE WASHINGTON UNIVERSITY  
Washington, DC

MINUTES OF THE REGULAR MEETING OF THE  
FACULTY SENATE HELD ON MARCH 14, 1997,  
IN GELMAN LIBRARY, ROOM 202

The meeting was called to order by Professor Boswell at 2:10 p.m. in the absence of President Trachtenberg and Vice President Lehman.

Present: President Trachtenberg, Vice President Lehman, Registrar Selinsky, Parliamentarian Keller; Professors Agnew, Boswell, Brewer, Captain, Castleberry, Cawley, Elgart, Griffith, Harrald, Harrington, Johnston, Ludlow, Pelzman, Peroni, Robinson, Seale, Slaby, Smith, Solomon, Vontress, Wirtz, and Yezer

Absent: Deans Caress, Fowler, Friedenthal, Frieder, Futrell, Harding, and Keimowitz; Professors Gupta, Kahn, Silber, and Youens

Professor Boswell asked if there were any objections to taking up Item No. 4 on the agenda at this point. No objections were made.

REPORT ON MID-CAMPUS DEVELOPMENT PROJECT BY AL INGLE, ASSOCIATE VICE PRESIDENT FOR BUSINESS AFFAIRS

Associate Vice President Ingle introduced Michelle Honey, Director of Architecture, Engineering, and Construction. Vice President Ingle and Director Honey described the project by presenting schematic drawings and photographs of the plan. Vice President Ingle explained that this is a very energetic plan to revitalize the square, or center, of the University campus. He said that the administration directed that his office begin a process of looking at this square to determine the best way to use it as the hub and to centralize the circulation from 22nd Street to 21st Street and H Street to G Street so that students, faculty and staff could circulate and move around. Director Honey described the project as including event areas, such as an outdoor classroom, a cafe, a tempio and garden area, a fountain, and gateways on 21st Street, 22nd Street, and H Street linking them to the hub. She said that one of the greatest challenges in this project is to resolve the conflict of vehicular traffic with pedestrian traffic. She noted that the plan creates a theme with particular architectural elements throughout the campus. Vice President Ingle pointed out that this plan gives the University six distinct gathering areas for the University community, but that this is a very expensive and multi-year plan.

With reference to the "event space" planned next to Gelman Library, Professor Griffith asked if there will be adequate controls on such events in order not to disturb people in the Library. Vice President Ingle replied that only scheduled events could be held in that space and that they are controlled through the Scheduling Department. Professor Griffith then asked how much this project would cost, and Vice President Ingle responded that the total project, plus or minus 15%, would cost \$3.3 million. Professor Robinson said that, in a presentation to the Senate several years ago of a similar plan, it was her understanding that the monies would come from actual soliciting of funds, and she asked if that was still true. Vice President Ingle responded that that effort continues.

At this point, Vice President Lehman arrived and assumed the Chair. He asked that the Senate return to Items 2 and 3, respectively, on the agenda.

#### APPROVAL OF THE MINUTES

The minutes of the regular meeting of February 14, 1997, were approved as previously distributed.

#### INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

#### REPORT ON WASHINGTON RESEARCH LIBRARY CONSORTIUM BY LIZANNE PAYNE, EXECUTIVE DIRECTOR

Lizanne Payne, Executive Director of the Washington Research Library Consortium, presented an overview of the background and services that the Consortium provides to its seven-member universities in the Washington, DC, area. They are: GWU, American, Catholic, Gallaudet, George Mason, Marymount in Virginia, and University of DC. She said that GWU is the largest member with approximately 20,000 students as compared to Gallaudet which is the smallest with approximately 2,000 students. She explained that the underlying governance of WRLC is a participant agreement executed among the presidents of the institutions which is an agreement in perpetuity to continue its programs. Ms. Payne then described the major programs of WRLC which are the Shared Electronic Library (Aladin), Reciprocal Borrowing, Cooperative Collection Development, and Offsite Storage. She noted that last fall a World Wide Web interface to the Aladin system was introduced, and a few years ago, article image capability was added, as well as the capability for member libraries to create their own local digital image collection. She said that WRLC through regular operational funding has provided enhancements over time from expanding the bandwidth of its network to incorporating additional computer systems and

software packages underneath the common front end that faculty and students see. The membership fee that member institutions pay has been providing for a certain amount of ongoing technology upgrading funding, she said. (Data sheet entitled "WRLC Programs" is attached.)

Professor Seale asked what the budget of the WRLC is and what GW's contribution to that budget is. Ms. Payne said that the portion of WRLC's budget that is funded by the member institutions right now is a little over \$2.1 million since 1991, and that GW's contribution is about \$395,000 or 18.6% of WRLC's operating budget. She noted that GW's contribution represents the largest percentage, reflecting the fact that it is the largest user. Professor Griffith said, that from the data provided, it seemed to him that GW appeared to be a much heavier borrower than the other institutions, and he wondered if that was because our Library collection is inadequate. Ms. Payne replied that GW's borrowing is the appropriate amount given the number of students it has. On a per capita basis, she said GW is borrowing 2 for 1, whereas other schools are borrowing 4 for 1. Mr. Siggins, University Librarian, also pointed out the GW is a Carnegie Research University II level which the other member institutions are not.

REPORT ON RESEARCH CAPABILITIES OF THE LIBRARIES BY JACK SIGGINS,  
UNIVERSITY LIBRARIAN

Jack Siggins, University Librarian, said that the title of the presentation today is "Information Technology and the 21st Century Scholar" because he wished to convey to the Senate what will happen as soon as the technology, which has been discussed in the last year or two, comes into play on this campus which will have implications for researchers and scholars generally. To make this presentation, Mr. Siggins called upon Scott Stebelman, Librarian, who has been very active in developing programs and conducting training sessions for faculty, students and administrators.

Mr. Stebelman described the traditional way in which research is done presently and then described the changes in store. Some of the changes are:

- more databases can be searched remotely;
- full text of documents may be downloaded;
- graphic and audio files are downloaded for classroom instruction rather than having to go to museum sites;
- software is downloaded at the time of need rather than stored in institutional computer center;
- electronic mail increases the speed of information dissemination;
- electronic mail not only increases the speed but enhances collaborative relationships because more people are

talking around the world on collaborative research projects; they belong to electronic lists; and -self-publishing on the WEB democratizes information, but also reduces quality control since anybody can publish on the WEB.

Because of these changes, Mr. Stebelman said that Gelman Library and CIRC are trying to assist by providing basic and advanced training for the University community on how to access remote databases, how to navigate the World Wide Web, how to create home pages, and how to identify what kind of resources exist for specific disciplines (quality control). Mr. Stebelman then described the things that a department or school might want to consider, such as developing an electronic skills list for all faculty and students and integrating this into the graduate and undergraduate curricula, requesting an evaluation from CIRC as to the status of the department's computer equipment, etc. With the infusion of money into the campus to support the telecommunications backbone, he said the proposed resources that will be in place to help the faculty are:

- high speed Internet or SLIP connections will be available, so we will not have to rely on the modems;
- top of the line computers for each faculty member;
- technical staff to evaluate computer needs;
- fully-equipped and connected teaching environments; classrooms will be hard-wired so that laptops can access the Internet and the World Wide Web; and
- central design and learning technology support group, i.e., faculty and students developing these multimedia projects and putting them together.

Mr. Siggins pointed out that faculty and especially students are increasingly aware of this technology and what is available, not only at GW, but at other competing institutions, and he thought that student enrollments and GW's ability to recruit top faculty will be affected by this kind of competition. He said that one of the things being worked on now is a facility which will be like an electronic research training center where students, faculty, and staff will have the opportunity to attend classes and have a hands-on experience in learning how to use this new technology. Mr. Siggins stressed that this is a cooperative effort between CIRC and the Library, and he called upon Mr. Brad Reese, Director of CIRC, for any comments he might have. Mr. Reese said that the proposals, as pointed out by Mr. Stebelman, are being discussed in the Information Technology Advisory Council and its subcommittees, the two primary ones being the Instructional Committee and the Research Committee which are made up entirely of faculty and chaired by

faculty. Also, an infrastructure Technology Committee has been very involved in discussing the desired outcomes of funding for technology. Mr. Reese noted that the University has committed itself to supporting the Internet II initiative, which is a University-government and industry research project that promises to alleviate the problems encountered on the commercial Internet.

Professor Captain asked if the proposal was available on the Library WEB page, and Mr. Reese replied that the Committee has not yet produced a document, but he thought that it would probably be available on the WEB when it is finally produced. Professor Griffith asked when the faculty would actually know what is going to be done and in what time frame. Vice President Lehman said that there are pieces of it that have already been put together through the work on the Middle Stats Self-Study. Part of it, having to do with instructional technology, is going to be integrated into the plan that will come out of the Information Technology Advisory Council (ITAC). He said that he charged the ITAC to start with the 1995 Academic Computing Advisory Council's plan and use that as a basis to develop an updated plan by the end of May that would make clear what our plan is over the next three to five years relative to information technology and academic computing. By this fall, he said that the administration is going to try to have ready a 24-hour classroom with 61 terminals in it, and a facility for instructional technology training for faculty that will be operated jointly between the Library, CIRC, and the Teaching Center. Also, another area in the Academic Center will be used as a state-of-the-art classroom for teaching and research. Vice President Lehman said that these specific items are for quick implementation, but otherwise the administration wants to have a plan well prepared rather than attempting to undertake this important task in a haphazard way. Professor Griffith asked if the administration could provide the Senate with a finished document by the May meeting, and Vice President Lehman responded that that is the goal. In addition, Vice President Lehman promised to furnish the Senate with information on the ITAC. (This information is attached)

Professor Yezer said that it seemed to him that what is important is the time frame and logical consistency of a plan. If we are going to add instructional classrooms for faculty, then we have to be certain that the faculty have hardware available to them that makes it worthwhile to take the instruction. Vice President Lehman said that that is exactly what the administration is trying to do.

PROGRESS REPORT ON CONFLICT OF INTEREST POLICY BY PROFESSOR ROBERT J. HARRINGTON, CHAIR, SPECIAL COMMITTEE ON FACULTY CONFLICT OF INTEREST POLICY

Professor Harrington distributed a draft document for

implementation of the Conflict of Interest Policy presently in force as passed by the Senate in 1990. He said the 1990 resolution requires that the schools establish procedures for implementing the Policy, and it turned out that only one school, SEAS, developed such procedures. In response to the Board's request for implementation procedures, a Special Committee was established by the Senate to take up the implementation issue. Professor Harrington said that the draft document for implementation was drawn up by Thomas Morgan, Professor of Law, who is an expert on conflict of interest nationwide. This draft document was presented to the Board of Trustees' Academic Affairs Committee this past month as the Special Committee's proposal to implement the Conflict of Interest policy. Professor Harrington said that he has just received some responses from the Board which he will take up with his Committee, and he was confident that the Committee could work with the Board to get to a final implementation document by the end of this academic year. (Draft document for implementation of the Conflict of Interest Policy is attached.)

At this point, Vice President Lehman turned the Chair over to President Trachtenberg, who had arrived.

PROGRESS REPORT ON NEGOTIATIONS CONCERNING THE SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES BY PROFESSOR ROBERT J. HARRINGTON, CHAIR, AD HOC COMMITTEE ON SPHHS

Professor Harrington reported that the Ad Hoc Committee had met several times and also with Dr. Riegelman, Dean Designate of the School of Public Health and Health Services, and with the Vice Presidents for Academic Affairs and Medical Affairs in the School of Medicine and Health Sciences. He said that the Committee has certain reservations about the organization of SPHHS because there are so many exceptions that the Medical School requires to be able to operate which are different from the rest of the schools. He said that if the School is going to operate under the Faculty Code, there will have to be exceptions, and the Code may have to be modified to reflect those exceptions. Professor Harrington said that the Committee is preparing its report and expects to have it ready for the Senate at its next meeting.

GENERAL BUSINESS

I. NOMINATION FOR ELECTION OF THE NOMINATING COMMITTEE FOR THE 1997-98 EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Boswell moved the following nominations for election to the Nominating Committee: Professors John G. Boswell (GSEHD), Convener; Diane N. Brewer (CSAS); Mervyn L. Elgart (SMHS); Robert J. Harrington (SEAS); Lawrence Mitchell (GWLS); Michael Sodaro (ESIA); and Debra Sheldon (SBPM).

The Chair called for nominations from the floor. There were no nominations from the floor, and the nominees were elected unanimously.

**II. REPORT OF THE EXECUTIVE COMMITTEE**

The report of the Executive Committee by Professor Boswell, Chair, is enclosed.

**III. INTERIM REPORTS OF SENATE COMMITTEE CHAIRS**

**Special Report by Professor Joseph Pelzman, Chair, Fiscal Planning and Budgeting Committee**

Professor Pelzman distributed copies of the Special Report of the Fiscal Planning and Budgeting Committee. He said that the report outlines "five points" that every faculty member should know about fiscal planning at GWU. First, and most important, he said, is the structural shift in enrollment; MA programs are flourishing, but they are not on the main campus (Tables 1 & 2). Second, the Committee is concerned about the real value of the endowment, which has increased by 9%, while the endowment payout has remained at 5.4% (Table 3). Third, the financial implications of the sale of the Hospital will result in a reduction and/or elimination of many of the billable hospital related administrative services equivalent to \$5 million; the impact on the academic side will result in a reduced academic budget of about one-half million dollars that will affect departments and schools (Table 4). Fourth, the second quarter financial report for FY97 in terms of the main campus, minus the Medical Center, and the Virginia campus are reflected in the Committee's report, but more details about the assumptions that are driving the second quarter will be provided in the Committee's Annual Report (Tables 5 & 6). Fifth, the FY97 5-year Capital Expenditure Plan reflects various construction projects on the main campus, which includes the construction of a new Media & Public Affairs Building (Tables 7 & 8). Professor Pelzman said that this Report reflects a series of what the Fiscal Planning and Budgeting Committee views as structural changes on this campus--some of which are by design and some of which are by accident, but all of which are going to affect who the faculty teach and how often. (Special Report of the Fiscal Planning and Budgeting Committee dated March 14, 1997, is attached.)

Professor Johnston referred to Page 2 of the Report which stated that "the Administration has decided (reportedly with faculty approval) to initiate construction of a new Media & Public Affairs Building." He wondered when the faculty approved this construction because the last time he heard anything about it was in a report to the Senate last fall about hiring some architects.

Professor Pelzman said that his Committee was told that there was faculty participation in the construction of this building but that his Committee does not deal with that aspect of it. He said the Fiscal Planning and Budget Committee brought it up only because it looked at the numbers and saw that that building was on the books, and, if it is on the books, it is prioritized someplace, but his Committee did not know what faculty group approved this building. Professor Johnston then asked the President what the extent of faculty approval of this building was, and the President replied that he shared Professor Pelzman's view that there has been faculty approbation. Professor Pelzman noted that the Space Committee and the Senate's Physical Facilities Committee would deal with the question of faculty approval. Professor Griffith pointed out that the Space Committee is not a Senate Committee, but is the President's Committee, and the Physical Facilities Committee is a Senate Committee, whose Chair is a member of the Space Committee.

Professor Ludlow, Chair, of the Physical Facilities Committee, said that this was his first year as Chair of the Physical Facilities Committee, and, as Chair, he had attended two meetings of the Space Committee. At that point in time, he said the construction of the Media & Public Affairs Building was already in the works. Professor Ludlow said that the questions being raised today were very relevant because he thought that we needed more faculty input on the Space Committee in the form of representatives from the various schools. He said that he, personally, felt very ill at ease in trying to represent the entire Faculty Senate with one voice on the Space Committee, which is primarily administrators, and that no information comes to the Physical Facilities Committee unless the Chair of the Physical Facilities Committee attends the meetings of the Space Committee which met only twice this year.

Professor Seale asked if faculty approval was necessary before a new building could be constructed. President Trachtenberg replied that to the best of his knowledge, faculty approval was not necessary. He added that he did not have any problem with faculty participation in contemplation of building. He thought that the point raised about communication was right, and he would have no objection if the Senate wished to elect another faculty member to the Space Committee.

A discussion followed by Professors Johnston, Robinson, Yezer, Seale, Vice President Lehman, and President Trachtenberg.

Professor Pelzman said that this is not a question of whether or not faculty approval for building a building is required. It is a question of whether or not faculty participate in the allocation of resources on the campus. Financial resources are shifted around

from program to program to building, he said. For example, he pointed out that the World Wide Web access is available to faculty in the Law School and to faculty in Stuart Hall, but not to faculty in Funger Hall. He said that if millions of dollars are going to be spent on building a building, one ought to ask if that is more important than providing access to research facilities for faculty. If we are an institution that is run with faculty support and approval, and if, as the President has often said, the faculty's primary responsibilities are research and teaching, then resources should be allocated to enhance research and teaching, Professor Pelzman said.

Professor Yezer said that the point is that, if more people are given more information about the planning process, sometimes they can come up with some very useful ideas that would not otherwise have been considered.

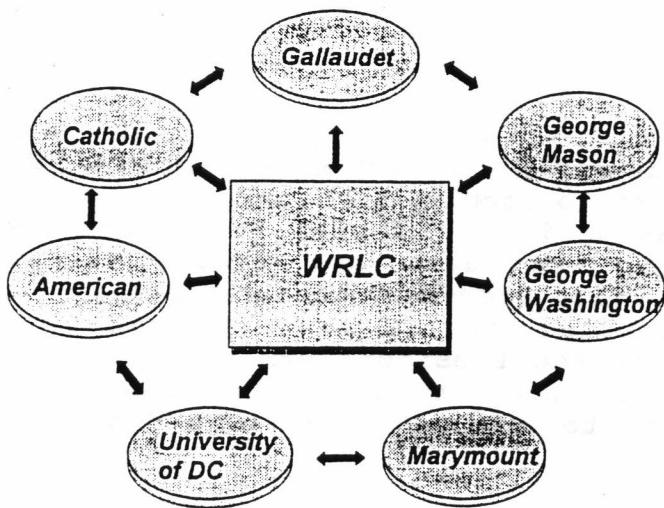
BRIEF STATEMENTS (AND QUESTIONS)

There were no brief statements.

ADJOURNMENT

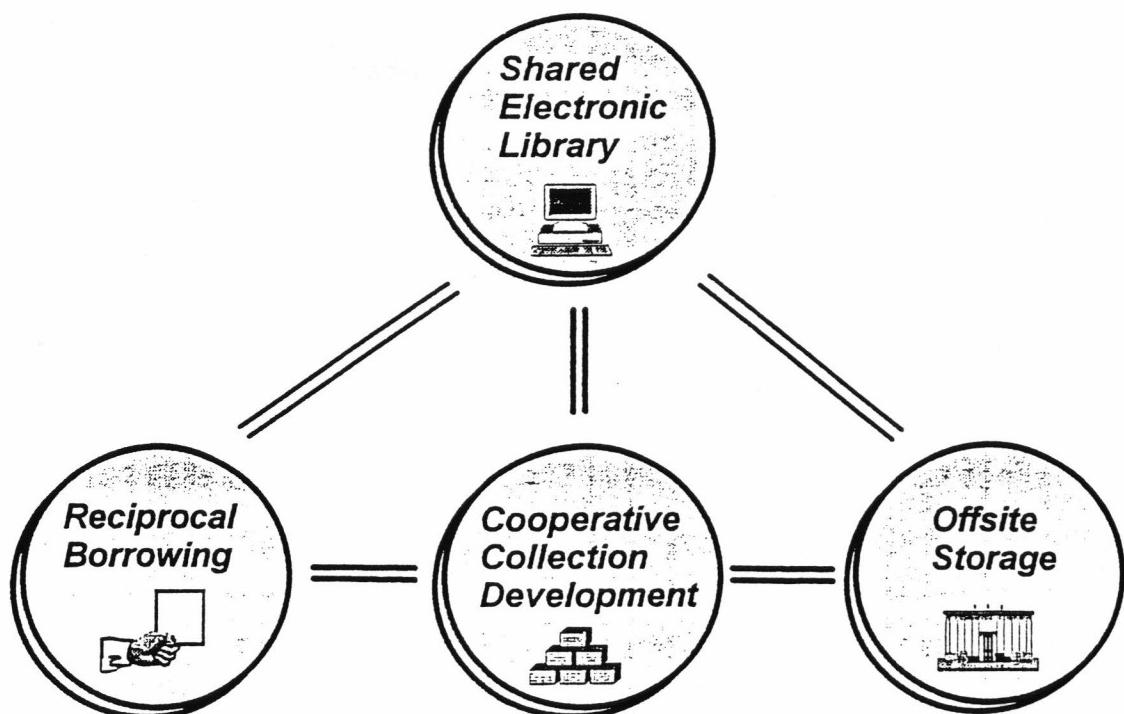
Upon motion made and seconded, President Trachtenberg adjourned the meeting at 4:30 p.m.

*Brian Selinsky*  
Brian Selinsky  
Secretary



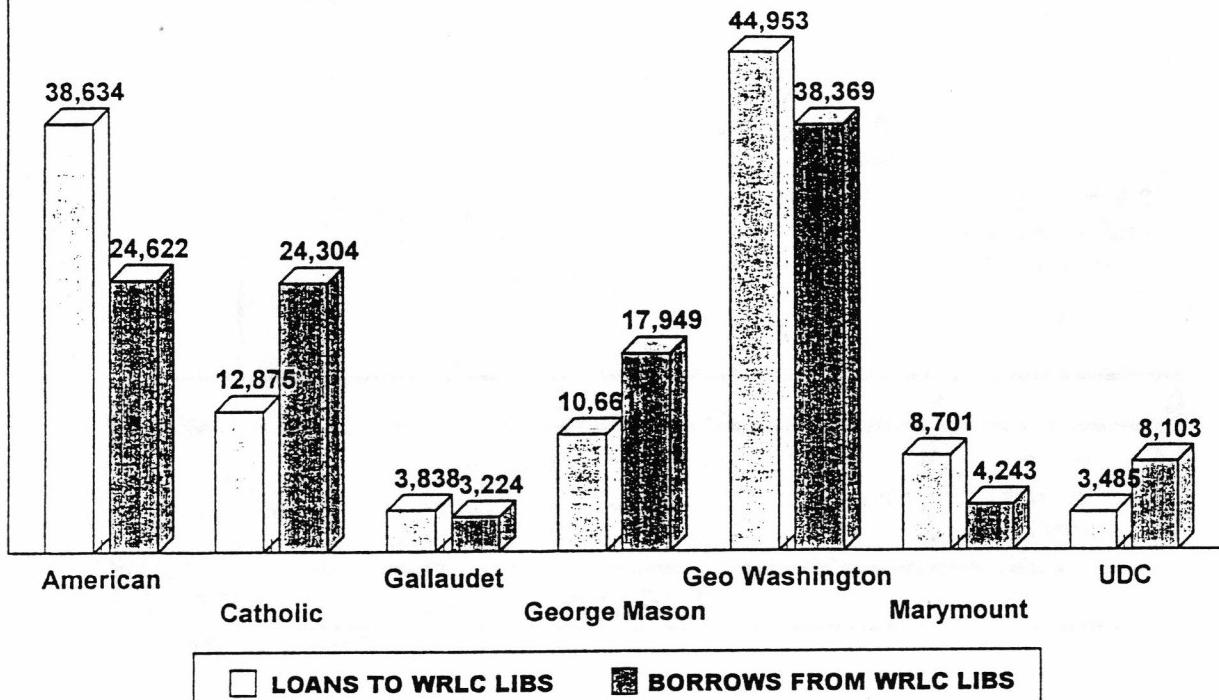
Washington Research Library Consortium  
 901 Commerce Drive  
 Upper Marlboro, MD 20772  
 301-390-2000

## WRLC Programs



*Reciprocal Borrowing among WRLC Libraries*  
Academic Year 1995-96

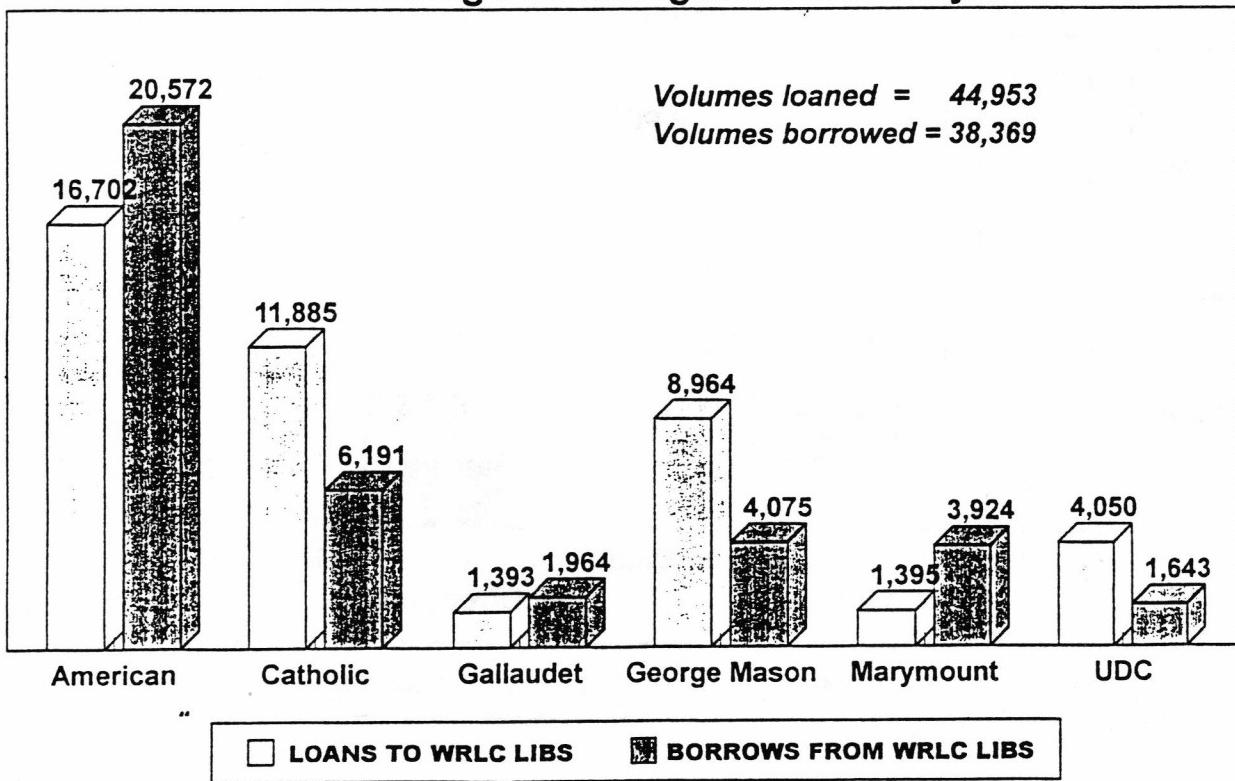
*Total = over 123,000 volumes exchanged  
(mostly direct borrowing)*



*Reciprocal Borrowing among WRLC Libraries*  
Academic Year 1995-96

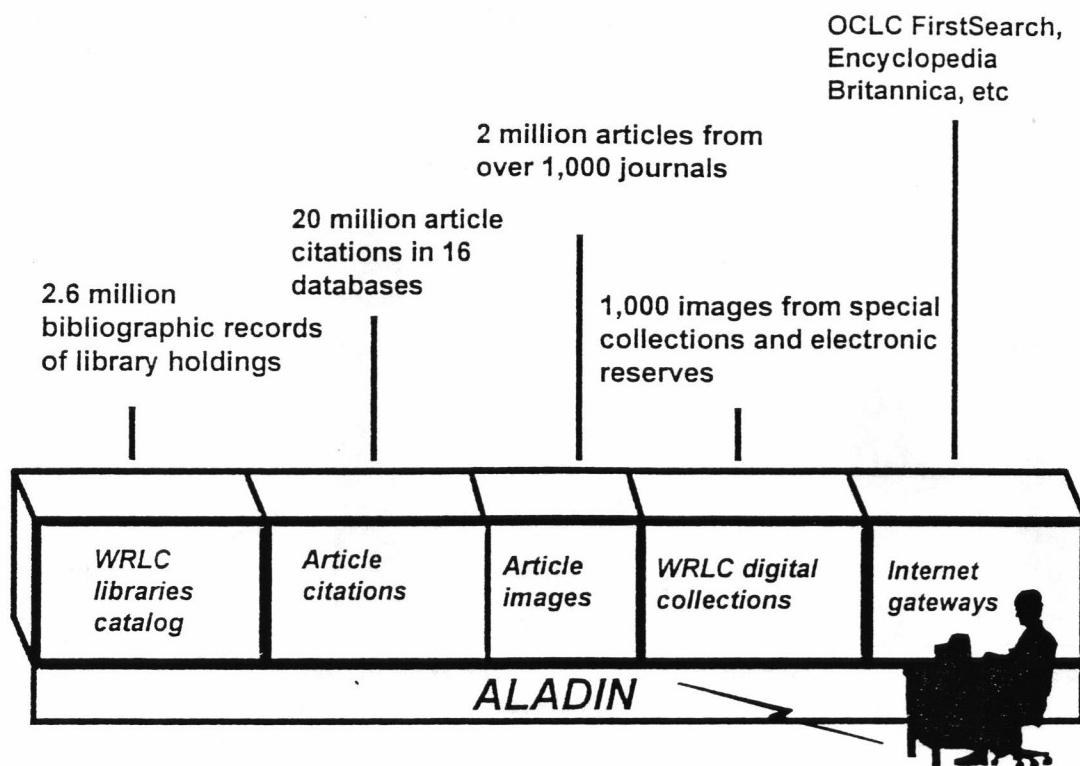
*The George Washington University*

*Volumes loaned = 44,953  
Volumes borrowed = 38,369*

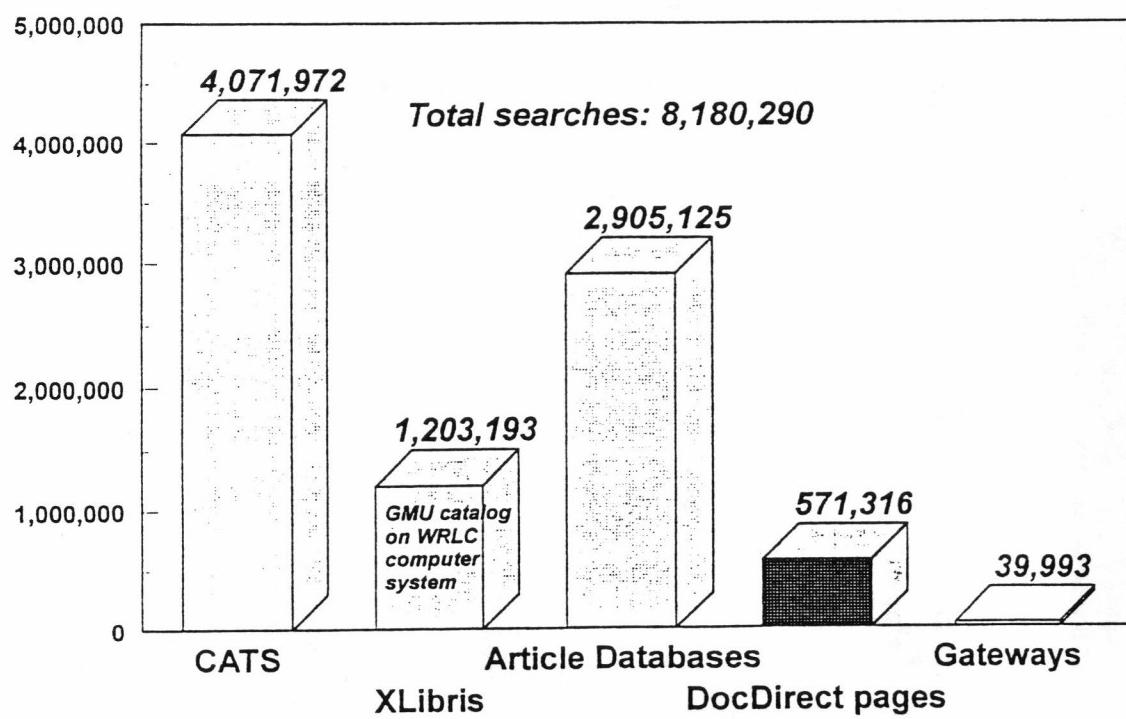


LOANS TO WRLC LIBS       BORROWS FROM WRLC LIBS

## *ALADIN - The WRLC Shared Digital Library System*



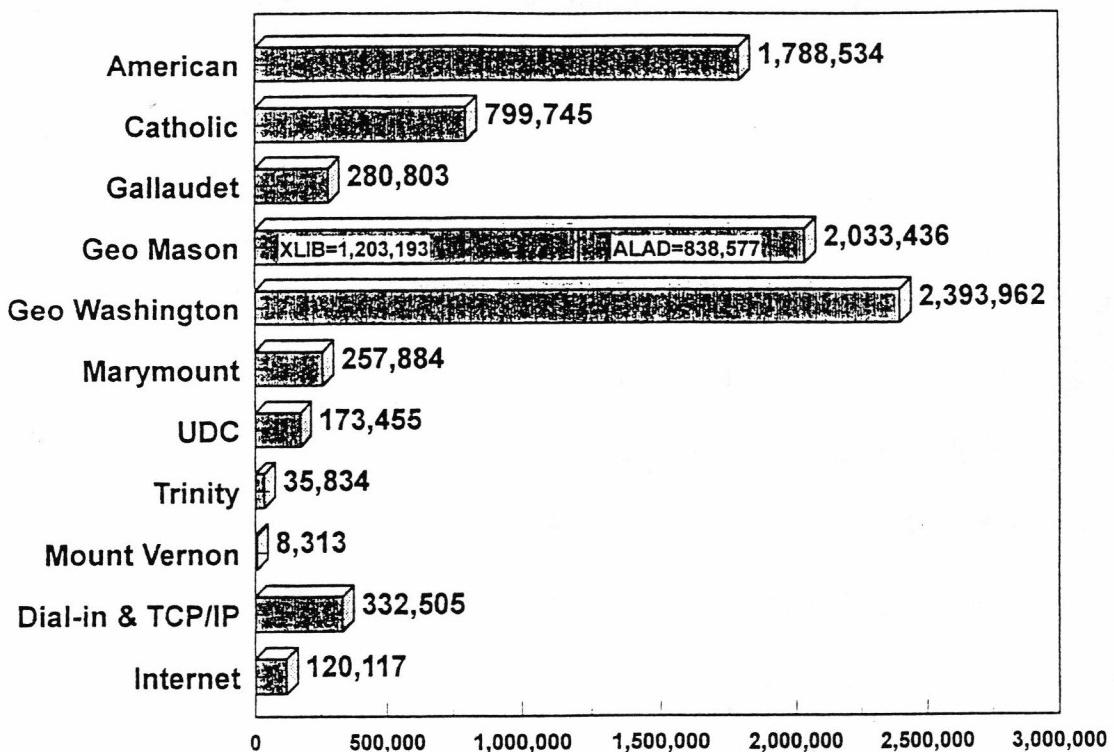
### *Usage of ALADIN: The Shared Electronic Library Academic Year 1995-96*



Searches    Article pages printed    Access to other systems

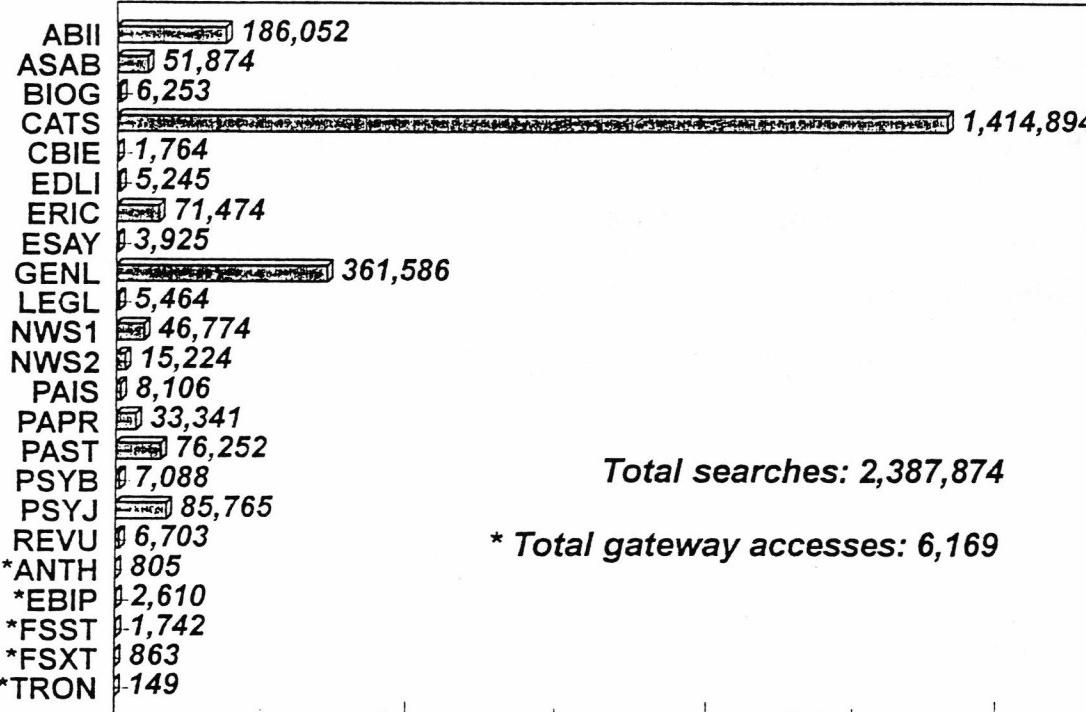
## Total ALADIN Searches by University Academic Year 1995-96

Total all searches = 8,180,290



## ALADIN SEARCHES BY DATABASE Academic Year 1995-96

### THE GEORGE WASHINGTON UNIVERSITY



Information Technology Advisory Council  
3/24/97

C Dianne Martin, Chair

Carol Sigelman, Assoc. VP for Research and Graduate Studies

Craig Linebaugh, Banner Advisory Committee

David Grier, Vice President for Academic Affairs Appointee

Elected member from the Information Systems Committee

Frederick Joutz, Research Committee

Helmut Haberzettl, Chair Technology Committee

Jeff Baxter, Student Association Director of Computer Affairs

Joe Pelzman, Technology Committee

Joel Schectman, Vice President for Medical Affairs Appointee

Mark Jacox, Vice President & Treasurer Appointee

Nicholas Vonortas, Chair Information Systems Committee

Norayr Khatcheresian, Chair of Banner Advisory Committee

Phillip Wirtz, Chair Research Committee

Richard Robin, Instructional Technology Committee

Shelley Bader, Chair, Instructional Technology Committee

Information Technology Advisory Council  
Committees, 3/24/97

Banner Advisory	Information Systems	Instructional Technology	Research	Technology
Norayr Khatcheressian Physics Samson 315	Nicholas Vonortas Economics CISTP/Econ Gelman 714L	Shelley Bader Himmelfarb Lib Himmelfarb 101	Phillip Wirtz Mgmt Science Monroe 403D	Helmut Haberzettl Physics Cor 210A
*Craig Linebaugh Rice Hall, 6th Floor	Cheryl Beil Enrollment Management	John Artz Management Sciences Monroe 401B	Ted Barnhill Finance Lisner Hall 101J	Deborah Bezanson Gelman Library 104
Adrian Beaulieu ESIA Stuart B03	Rice Hall, 102E	John Carson Management Sciences 801 22nd St., #350	Ted Christensen GWTV Phillips T739	Ronald Bohn Anatomy Ross 204
Colin Clasper Comptroller 2100 M Street, #310	Monroe 402B	Howard Gillette American Studies Bldg P 203B	Jeffrey Cohen English Rome 6th Floor	Michael Briggs Law Sto SL 101
Peggye Cohen Institutional Research Rice Hall 809	David Grier Honors Program 2138 G Street	Rachelle Heller EECS Phillips T622	Kalvir Dhuga Physics Cor 202B	Gerald Brock Telecommunications Policy Bldg YY 201
E Kevin Cornell Alumni Svcs 2033 K Street, #310	Sandy Holland University Relations Rice Hall, 4th Floor	Caroline Long Gelman Library 101A	Abdon Youssef EECS 2020 K St, # 308	Edward Cherian Management Sciences Monroe 401F
Laura Donnelly Financial Aid Rice Hall, 310	Basil Jackson Information Systems 2121 K Street	William Lynch Education Leadership GSEHD B06	*Frederick Joutz Economics Funger 614	James Hahn EECS Phillips 621
Kathy Haines Student Accounts Rome 102	Lance Hoffman EECS/ICTSP Phillips T624	William Parke Physics Samson 307	Kathleen Kennedy Pharmacology Ross Hall 624	*Joseph Pelzman Economics Funger 642
Michael King Chemistry Samson 316	Joel Schectman Quality Assurance ACC-N 3-417	*Richard Robin IERES/German/Slavic Gelman 625	Irwin Price Exec. Dean VA Campus 104C	David Webber Information Technology Medical Center 2121 K Street
Barbara Lemmer Comptroller's Office 2100 M Street, #310	Jeffrey Stephanic Art Burns BM01A	Jeffrey Siggins Gelman Library 201	Theodore Sims Law Law Library B415	Michael White SEAS Computing Tompkins 406
Thomas Rogers Human Resources Bldg BB. #302	Jack Siggins Gelman Library 201	Akos Vertes Chemistry Samson 211	Rodica Simion Mathematics Funger 428R	Thomas Wing GWTV 801 22nd St. #250
Joell Schectman Medical School	Laurie Thompson Himmelfarb Library Himmelfarb 103	Arthur Wiilmarth, Jr. Law Law Library B303C	Steven Tuch Sociology Bldg D 204	Jeff Baxter
Brian Selinsky Registrar Rice Hall, 101			Paul Wahlbeck Political Science Funger 524N	
Helen Spencer Sponsored Research Rice Hall, 601			Carol Sigelman	
William Womack Admissions Rice Hall, 201			Efstathia Bura Statistics WW 302	
Mary Bayliss Univ. Budget Office Rice 706-L				

**THE GEORGE WASHINGTON UNIVERSITY**

**Faculty Senate**

**Memorandum**

TO: All Members Faculty Senate

FROM: R.J. Harrington, SEAS Representative Faculty Senate  
Chairman Ad hoc Committee of the Faculty Senate on Conflict of Interest  
Policy (COIP)



DATE: March 14, 1997

Please find below a draft document for implementation of the Conflict Of Interest Policy presently in force. Please have your respective schools an opportunity to discuss this draft, baring in mind that the Board of Trustees still has to transmit those specific changes it may wish to make to the draft.

c:

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D R A F T  
February 10, 1997

PROCEDURES FOR REVIEW OF POSSIBLE FACULTY CONFLICTS OF INTEREST

These procedures are designed to implement the Policy on Conflict of Interest adopted by the Faculty Senate of the George Washington University on January 19, 1990, which ended:

"Because these boundaries [between permitted and prohibited activity] are fated to be somewhat arbitrary and vague, it seems prudent to establish an approach that has two essential elements:

"(1) utilizing normal channels, faculty are encouraged to report and to seek guidance concerning significant potential conflicts of interest in order to ensure that the interests of the faculty member, his/her profession, and the University are best served; and

"(2) recognizing that each school, college, or other unit has shared and unshared areas where conflicts may occur, each unit should devise an appropriate mechanism to review and to resolve any lack of agreement arising from the disclosure of potential or actual conflicts of interest."

I. Reporting of Faculty Activities and Acknowledgment They Present No Conflict of Interest

A. Any faculty member who believes his or her outside activities might arguably present a conflict of interest within the meaning of the Policy on Conflict of Interest adopted by the Faculty Senate of the George Washington University on January 19, 1990 may describe those past or proposed activities in a memorandum sent to the Dean of the faculty member's School.<sup>1</sup> If the Dean determines that the conduct will not or does not violate the Policy on Conflict of Interest, the faculty member should be informed that the conduct is approved. A copy of the approval may also be sent to the Vice President for Academic Affairs. A description of the type of conduct approved may be made available in a form designed to give guidance to the faculty generally, but the faculty member receiving the approval shall not be identified.

B. Such an approval by the Dean will protect the faculty member from School or University discipline for any conduct within the scope of the conduct described in the memorandum. If the Faculty Code is later amended to establish a general policy that prohibits the conduct, no sanction may be imposed for previously approved conduct engaged in before that new policy was adopted, made generally known, and put into effect.

C. It is not the object of this review process to discourage outside activities by faculty members that do not present a conflict of interest. Instead, this process is designed both to allow faculty members to undertake permissible activities without concern about later criticism and to give the University accurate information about the scope and nature of those faculty activities.

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<sup>1</sup>In Schools organized by Departments, the Dean may delegate the Dean's authority and responsibilities under these procedures to Department Heads. In Schools where that delegation has been made, the term "Dean" in these procedures should be understood to mean "Department Head."

# The George Washington University

Faculty Senate  
Fiscal Planning & Budgeting Committee

Special Report  
March 14, 1997

The Fiscal Planning and Budgeting Committee of the Faculty Senate at GWU, after 5 meetings this academic year, would like to present the faculty with "five points" that every faculty member should know about fiscal planning at GWU.

- ◆ *The major FY97 issue of concern to the faculty is the \$6.6 million budget shortfall originating from a reduction in on-campus graduate enrollment for the 1996-97 budget. This reduction is based on a comparison of actual relative to projected enrollment.*

Apart from the usual skepticism about the quality of forecasts of future enrollment, especially graduate summer enrollment, the unexpected reduction in revenue has highlighted two noteworthy structural shifts.

- ⇒ The preliminary 5-year plan enrollment assumptions shown in Table 1 call for a 12% growth in undergraduate enrollment and a 6.6% reduction in on-campus graduate enrollment. Undergraduate enrollment on campus is expected to reach 60% of the total student body. Figure 1 shows a corresponding rise in the relative importance of net tuition revenue from undergraduate versus graduate teaching over a comparable period
- ⇒ This year's graduate enrollment reduction is concentrated on the main campus. As the data in Table 2 demonstrates, total enrollment across all campuses has been rather stable. Nevertheless, an increasingly large share of our growing graduate enrollment is concentrated in the off-campus degree programs.

The Administration's corrective measures designed to balance the budget in response to this FY97 on-campus graduate enrollment shortfall consist of the following gap-filers.

- ⇒ Slowing down the hiring of new administration staff;
- ⇒ Within the already approved graduate students aid of \$10.7 million for FY 97, \$1.4 million will be designated for GTA salaries.
- ⇒ Because of the reduced on-campus graduate enrollment the discount rate, excluding Law students, appears to have been increased to 24%.
- ⇒ Increase the contribution of off-campus and Virginia Campus program by \$2.1 million.
- ⇒ As a result of current interest rate projections, there is a one time savings in the debt service reduction in debt service; and

⇒ increase the contribution of Auxiliary Enterprises.

- ◆ *The total real value of endowment has grown about 9% per year while the "base payout" to operations from endowment has remained about 5.4%.*

As shown in Table 3, the total market value of endowment has increased from about \$331,422,000 to \$479,500,000 over the FY94-FY97 period. This 9% real (12.4 nominal) annual growth has been matched by the growth rate in total payout from endowment by 5.4%. The payout rate has been maintained relatively constant because the Administration has instituted a series of supplemental payouts that have grown from \$1,344,000 in FY94 to \$3,000,000 in FY97. The supplemental payouts have been targeted to capital improvements such as classrooms, laboratories and starting next year, to technological upgrades.

- ◆ *For the FY98 budget the sale of the GWU Hospital will result in a reduction and/or elimination of many of the billable hospital related administrative services equivalent to \$5 million. This shortfall in revenue has resulted in compensating adjustments in the operating budget by the broad categories presented in Table 4. The impact on the academic side will result in a reduced academic budget equivalent to \$465 thousand.*
- ◆ *The second quarter financial report for FY97 is contained in Table 5 for the entire campus minus medical center and in Table 6 for the Virginia Campus. The Committee will provide additional clarification and interpretation of these figures in its annual report.*
- ◆ *The various construction projects on the Foggy Bottom Campus should make the faculty curious about the Administration's long range expenditure plans. In Tables 7, and 8 we present last year's capital budget figures. Note that the Administration has decided (reportedly with faculty approval) to initiate construction of a new Media & Public Affairs Building. Other capital expenditure items are listed in Table 8.*

Respectfully submitted by the

The Fiscal Planning and Budgeting Committee

Joseph Pelzman, Economics, ESIA, Chair

Edward Cherian, SBPM, MGT

Jonathan Fife, ERIC-HE

Charles Garris, CMEE

William Griffith, Philosophy, CSAS

John Kwoka, Economics, CSAS

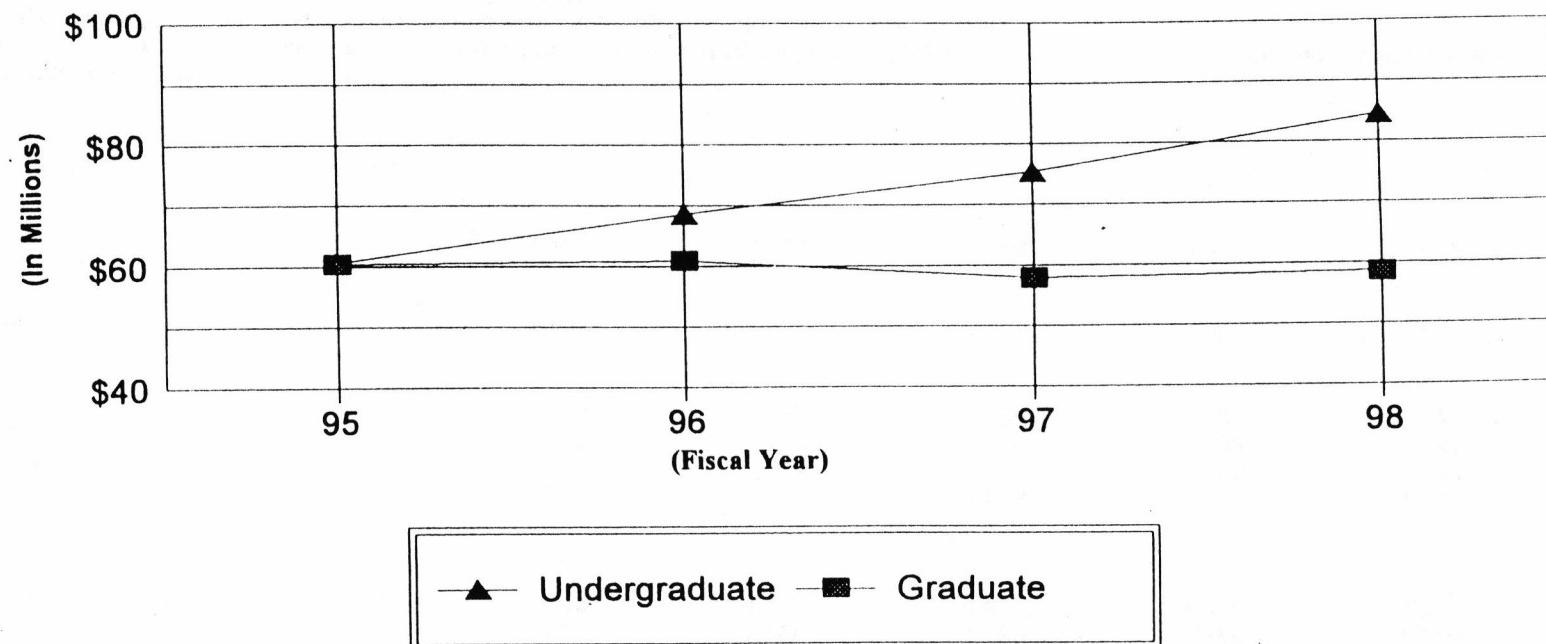
Roger Lang, EECS

Craig Linebaugh, Speech & Hearing, CSAS

James Millar, Economics, ESIA  
Salvatore Paratore, GSEHD  
Robert Peroni, Law  
Marcus Simpson, Pathology  
Rober Smythe, Statistics, CSAS  
Harry Watson, Economics, CSAS  
Anthony Yezer, Economics, CSAS

Figure 1

**NET TUITION REVENUE**  
On and Off Campus Fiscal Year



- Tuition revenue for undergraduate students reflects on-campus fiscal year activity including summer but excluding School of Medicine and Health Sciences. Financial aid includes scholarships funded by general revenue funds and endowment income, including expenditures for athletics. Data does not include Federal student aid.
- Tuition revenue for graduate students reflects on and off campus fiscal year activity including summer and Virginia Campus, but excluding Law School and School of Medicine and Health Sciences. Financial aid includes scholarships and stipends funded by general revenue funds and endowment income. Data does not include Federal student aid and GTA salaries.
- FY97 tuition revenue is based on projected enrollment as of October 4, 1996 as reported by the Office of Institutional Research.
- FY98 tuition revenue is based on projected enrollment as reported by the Office of Institutional Research.

**Table 1**  
**PRELIMINARY FIVE-YEAR PLAN ENROLLMENT ASSUMPTIONS**  
**On Campus, Academic Year**

	FY 97 Census (a)	FY 98 Estimated (b)	FY 99 Estimated	FY 00 Estimated	FY 01 Estimated	Variance FY 97 – FY 01
<b>Undergraduate:</b>						
Full-Time	5,921	6,232	6,468	6,636	6,762	
Part-Time	374	346	321	302	287	
Total Undergraduate	6,295	6,578	6,789	6,938	7,049	12.0%
<b>Graduate:</b>						
Masters (c)	3,774	3,631	3,525	3,440	3,434	
Doctoral	1,269	1,286	1,282	1,278	1,276	
Total Graduate	5,043	4,917	4,807	4,718	4,710	-6.6%
<b>Law:</b>						
Full-Time	1,284	1,220	1,213	1,208	1,204	
Part-Time	212	214	201	193	187	
Post JD	192	192	186	183	181	
Total Law	1,688	1,626	1,600	1,584	1,572	-6.9%
Non-Degree	1,136	1,102	1,093	1,092	1,091	-4.0%
<b>Total Enrollment</b>	<b>14,162</b>	<b>14,223</b>	<b>14,289</b>	<b>14,332</b>	<b>14,422</b>	<b>1.8%</b>

- (a) As of October 14, 1996.
- (b) FY 98 – FY 00 enrollment projections based on estimates provided by Institutional Research on December 27, 1996, and reflect the following assumptions:
  - 1,700 new full-time freshmen and 200 new full-time transfer students enroll annually.
  - 1,350 new masters degree students enroll annually.
  - 390 new full-time JD students enroll annually.
  - 813 new non-degree students enroll annually.
- (c) An additional 88 students have been added to reflect SBPM enrollment initiatives. Graduate estimates are subject to change pending a review of the 1/2 tuition award enrollment initiative.

**Table 2**  
**ENROLLMENT TRENDS, ALL CAMPUSES (a)**

	FY 94	FY 95	FY 96	FY 97	Variance FY 94 – FY 97
Undergraduate	5,597	5,900	6,050	6,295	12.5%
Graduate	6,667	7,030	6,998	6,631	-0.5%
Law	1,662	1,715	1,739	1,688	1.6%
Non-Degree	1,856	2,176	2,192	1,897	2.2%
Total Enrollment, All Campuses	15,782	16,821	16,979	16,511	4.6%

(a) Unduplicated headcount. Includes on campus, off campus, and Virginia Campus. Does not include School of Medicine and Health Science enrollment and the Exercise Science and HSMP programs.

**Table 3**  
**ENDOWMENT PAYOUT**  
 (In Thousands of Dollars)

	FY 94	FY 95	FY 96	FY 97 Estimated
<b>Base Payout</b>	15,900	18,021	18,605	23,000
<b>Supplemental Payout:</b>				
Virginia Campus Debt Service	344	1,538		
SEAS Voluntary Separation Plan	1,000	1,000	1,500	1,500
Classrooms & Labs	1,500	1,500	1,500	1,500
New Academic Initiatives	3,000	2,538	3,000	3,000
<b>Total Supplemental Payout</b>	1,344	2,538	3,000	3,000
<b>Total Payout</b>	17,244	20,559	21,605	26,000
<b>Market Value of Endowment (net of liabilities):</b>				
Beginning of Year	329,048	333,796	369,487	463,000
End of Year	333,796	369,487	463,000	496,000
Average	331,422	351,642	416,244	479,500
<b>Payout Rate (Total Payout/Average Market Value)</b>	5.2%	5.8%	5.2%	5.4%

(a) Does not include endowment support for Mount Vernon College acquisition costs.

TABLE 4

**BUDGET REDUCTION TARGETS  
(In Thousands of Dollars)**

<u>Division</u>	<u>Target</u>
Development/Alumni Affairs	165
VP Administration and Information Services	1,200
VP Student Academic Support Services	1,250
VP and Treasurer	1,900
VP Academic Affairs	465
Legal	<u>20</u>
<b>Total</b>	<b>5,000</b>

These reductions will be phased in over the next 12 months as follows:

- 1/3rd by March 31, 1997
- 1/3rd by June 30, 1997
- 1/3rd by December 31, 1997

**Table 5**  
**SECOND QUARTER REPORT - FY 97 (Excluding Medical Center)**  
**Total Operating Funds - Summary**  
(In Thousands)

	APPROVED BUDGET (1)	1ST QUARTER PROJECTED (1)	2ND QUARTER PROJECTED	VARIANCE (2)
<b>Revenue:</b>				
Student Fees	\$ 252,251	\$ 249,301	\$ 249,113	(\$ 3,138)
Grants & Contracts				
Program Funds	33,400	33,946	33,946	546
Indirect Cost Recoveries	3,875	3,875	3,875	0
Auxiliary Enterprises	39,608	42,684	42,627	3,019
Contributions	4,075	4,315	4,342	267
Other	7,041	7,113	6,472	(569)
<b>Total Revenue</b>	<b>340,250</b>	<b>341,234</b>	<b>340,375</b>	<b>125</b>
<b>Expenses:</b>				
Instruction & Departmental Programs	123,710	125,286	123,998	(288)
Sponsored Programs	31,774	32,882	32,926	(1,152)
Libraries	7,460	7,411	7,362	98
Student Services	15,232	15,157	15,077	155
Student Aid	62,909	61,521	61,626	1,283
Administration & General	26,313	26,374	26,508	(195)
Maintenance & Operation of Plant	19,177	18,874	18,905	272
Auxiliary Enterprises	27,285	29,898	30,131	(2,846)
Other	5,898	5,874	5,874	24
<b>Total Expenses</b>	<b>319,758</b>	<b>323,277</b>	<b>322,407</b>	<b>(2,649)</b>
<b>Other Changes In Net Assets:</b>				
Debt Service and Mandatory Purposes	(14,748)	(14,319)	(14,319)	429
Endowment and Other Investment Income	14,349	15,368	15,368	1,019
Capital Expenditures	(10,414)	(10,314)	(10,314)	100
Support/(Investment)	(7,579)	(7,292)	(7,303)	276
<b>Total Other Changes In Net Assets</b>	<b>(18,392)</b>	<b>(16,557)</b>	<b>(16,568)</b>	<b>1,824</b>
<b>Reserves:</b>				
Investment Properties	700	700	700	0
Interest Rate Reserve	1,400	700	700	700
<b>Total Reserves</b>	<b>2,100</b>	<b>1,400</b>	<b>1,400</b>	<b>700</b>
<b>Change In Net Assets</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

(1) Approved Budget and Quarterly Projections have been restated to reflect changes in accounting. There is no change in Fund Balance.

(2) Amounts in parentheses represent unfavorable variances.

**Table 6**  
**SECOND QUARTER REPORT - FY 1997**  
**Virginia Campus**  
**(In Thousands)**

REVENUE	APPROVED BUDGET	1ST QUARTER Projected	2ND QUARTER Projected	Variance Increase (Decrease)
<b>Degree Programs</b>				
EMIS/MIS - SBPM	\$815	\$815	\$815	\$0
EMBA - SBPM	1,744	1,744	1,744	0
SEAS	1,801	2,285	2,285	0
GSEHD	1,035	1,035	1,035	0
Non Credit Programs	900	900	900	0
<b>PROGRAM REVENUE</b>	<b>6,295</b>	<b>6,779</b>	<b>6,779</b>	<b>0</b>
<b>RESEARCH &amp; GIFT REVENUE (1)</b>	<b>2,670</b>	<b>3,216</b>	<b>3,216</b>	<b>0</b>
<b>TOTAL REVENUE</b>	<b>8,965</b>	<b>9,995</b>	<b>9,995</b>	<b>0</b>
<b>EXPENSES</b>				
<b>PROGRAM</b>				
<b>Degree Programs</b>				
EMIS/MIS - SBPM	576	576	576	0
EMBA - SBPM	1,323	1,323	1,323	0
SEAS	1,488	1,867	1,867	0
GSEHD	720	720	720	0
Physics	15	15	15	0
Revenue Sharing (2)	101	101	101	0
Non Credit Programs	464	464	464	0
<b>General Administration</b>				
Administration	864	669	669	0
Library	400	400	400	0
Physical Plant	395	395	395	0
Marketing	240	240	240	0
<b>SUBTOTAL PROGRAM EXPENSES</b>	<b>6,586</b>	<b>6,770</b>	<b>6,770</b>	<b>0</b>
<b>DIRECT RESEARCH</b>	<b>2,035</b>	<b>2,581</b>	<b>2,581</b>	<b>0</b>
<b>TOTAL PROGRAM &amp; RESEARCH EXPENSES</b>	<b>8,621</b>	<b>9,351</b>	<b>9,351</b>	<b>0</b>
<b>PROGRAM &amp; RESEARCH SURPLUS/(DEFICIT)</b>	<b>344</b>	<b>644</b>	<b>644</b>	<b>0</b>
<b>DEBT SERVICE</b>	<b>1,427</b>	<b>1,427</b>	<b>1,427</b>	<b>0</b>
<b>TOTAL SURPLUS/(DEFICIT) BEFORE TRANSFERS</b>	<b>(1,083)</b>	<b>(783)</b>	<b>(783)</b>	<b>0</b>
<b>ENDOWMENT TRANSFER</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OPERATING SUPPORT</b>	<b>\$1,083</b>	<b>\$783</b>	<b>\$783</b>	<b>\$0</b>

- (1) Includes indirect cost recoveries. Unlike other on or off campus activities, the Virginia Campus' indirect cost recoveries are used as a funding source for the Campus' program expenditures.
- (2) In FY97, 40 percent of the prior year's Program and Research surplus has been allocated to the academic units.

TABLE 7

**THE GEORGE WASHINGTON UNIVERSITY  
FY 97 FIVE-YEAR CAPITAL BUDGET  
(Excluding the Medical Center)  
(In Thousands of Dollars)**  
**Major Development Projects**

Building	Description	Expended Through FY96	FY97	FY98	FY99	FY00	FY01	Total
New Building	On Campus Housing I	\$4,000	\$18,974	0	0	0	0	\$22,974
New Building	Health and Wellness Center	2,100	2,500	9,000	7,740	0	0	21,340
<i>New Building</i>	<i>On Campus Housing II +</i>	<i>0</i>	<i>1,500</i>	<i>1,500</i>	<i>7,000</i>	<i>9,000</i>	<i>4,000</i>	<i>23,000</i> +
<i>New Building</i>	<i>Science Building</i>	<i>0</i>	<i>200</i>	<i>8,000</i>	<i>10,000</i>	<i>20,000</i>	<i>6,800</i>	<i>45,000</i>
Lisner/Stuart Halls	Reprogramming/Renovation	9,081	1,019	0	0	0	0	10,100
<i>Lisner/Stuart Halls, Phase II</i>	<i>Lisner-Stuart-Bell Exterior</i>	<i>0</i>	<i>1,033</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1,033</i>
Marvin Center	Renovation and Expansion	2,200	2,000	15,000	5,800	0	0	25,000
Gelman Library	Conversion of Flrs 6 & 7 to Library Use	0	500	4,000	1,500	0	0	6,000
<i>New Building</i>	<i>Media &amp; Public Affairs Bldg</i>	<i>0</i>	<i>2,300</i>	<i>17,000</i>	<i>5,700</i>	<i>0</i>	<i>0</i>	<i>25,000</i>
<b>Total Major Development Projects:</b>		<b>\$17,381</b>	<b>\$30,026</b>	<b>\$54,500</b>	<b>\$37,740</b>	<b>\$29,000</b>	<b>\$10,800</b>	<b>\$179,447</b>

**SUMMARY OF FUNDING**

		Debt	Plant/Gifts	Total
New Building	On Campus Housing I	\$22,974	\$22,974	
New Building	Health and Wellness Center	21,340	21,340	
<i>New Building</i>	<i>On Campus Housing II +</i>	<i>23,000</i>	<i>23,000</i> +	
<i>New Building</i>	<i>Science Building</i>	<i>45,000</i>	<i>45,000</i>	
Lisner/Stuart Halls	Reprogramming/Renovation	10,100	10,100	
<i>Lisner/Stuart Halls, Phase II</i>	<i>Lisner-Stuart-Bell Exterior</i>	<i>1,033</i>	<i>1,033</i>	
Marvin Center	Renovation and Expansion	14,000	11,000	25,000
Gelman Library	Conversion of Flrs 6 & 7 to Library Use	6,000	6,000	
<i>New Building</i>	<i>Media &amp; Public Affairs Bldg</i>	<i>25,000</i>	<i>25,000</i>	
<b>TOTAL</b>		<b>\$168,447</b>	<b>\$11,000</b>	<b>\$179,447</b>

+ This assumes similar size building to On Campus Housing I. Site to be determined.

**Bold = Projects included in FY96 Five Year Capital Budget**

*Italics = New Projects*

Table 8  
 THE GEORGE WASHINGTON UNIVERSITY  
 FISCAL YEAR 1997 FIVE-YEAR CAPITAL BUDGET  
 1997 PROJECT SUMMARY (a)  
 (Excluding the Medical Center)  
 (In Thousands of Dollars)

<b>Building</b>	<b>Description</b>	<b>Operating Budget</b>	<b>Debt</b>	<b>Plant/ Gifts</b>	<b>Endowment</b>	<b>Total</b>
<b>ACADEMIC FACILITIES:</b>						
Academic Center	<b>Correct Plaza Leakage</b>			\$685		\$685
<i>Academic Center</i>	<i>Gas Fired Boiler</i>			100		100
<i>Building GG</i>	<i>Human Resources Backfill</i>		\$500			500
<i>Building H</i>	<i>Moot Court</i>	\$76	250	250		76
<i>Buildings WW &amp; X</i>	<i>Anthropology Renovation</i>			50		500
<i>Funger Hall</i>	<i>Repair Switch Gear</i>			50		50
<i>Funger Hall</i>	<i>Upgrade Elevators</i>				\$50	50
<i>Funger Hall</i>	<i>Fire Alarm Upgrade</i>			50		50
<i>Gelman Library</i>	<i>Chiller Replacement</i>		580			580
<i>Tompkins Hall</i>	<i>Replace Heat/Fan Coil Units</i>			50		50
<i>Townhouses</i>	<i>Electrical System Upgrade</i>			25		25
<i>Townhouses</i>	<i>Security Systems</i>			50		50
<i>Various</i>	<i>Tank Replacement</i>			100		100
<i>Various</i>	<i>ADA Initiatives</i>	25				25
<i>Various</i>	<i>Fire Escape Assessment &amp; Repairs</i>	25				25
<i>Various</i>	<i>Urgent Repairs &lt; \$50,000</i>	100				100
<i>Various</i>	<i>Replace Carpeting</i>	10	20			30
<i>Various</i>	<i>Classroom/Lab Renovations</i>					
<b>TOTAL ACADEMIC FACILITIES</b>		<b>\$236</b>	<b>\$1,330</b>	<b>\$1,380</b>	<b>\$1,550</b>	<b>\$4,496</b>
<b>AUXILIARY ENTERPRISES:</b>						
Parking	<b>Parking Garage, Phase X</b>			\$500		\$500
Parking	<i>Parking Lot Wiring</i>			150		150
Parking	<i>Parking Lot Pavement Repairs</i>			50		50
Parking	<i>Parking Garage/Marvin Center Booths</i>			150		150
Residence Halls	<i>Repair and Renovation</i>	\$1,163				1,163
<b>TOTAL AUXILIARY ENTERPRISES</b>		<b>\$1,163</b>	<b>\$850</b>			<b>\$2,013</b>

(a) Projects included in the FY 1996 Five-Year Capital Budget are shown in bold print while new projects are shown in italics.

REPORT OF THE EXECUTIVE COMMITTEE  
MARCH 14, 1997  
PROFESSOR JOHN G. BOSWELL, CHAIR

1. RESOLUTIONS

At the April meeting, two resolutions are expected to be placed on the Senate's agenda. The first concerns the relationship of tenure to salary, and the other concerns the matter of "schools within a school." In addition, as we have just heard from Professor Harrington, there will also probably be a report (and perhaps a resolution) on the School of Public Health and Health Services.

2. ELECTION OF THE EXECUTIVE COMMITTEE FOR THE 1997-98 SESSION

The election of the Chair and the members of the new Executive Committee for the 1997-98 Session, beginning in May, will take place at the April Senate meeting.

3. OTHER MATTERS

At the April Senate meeting, the Executive Committee will propose nominees for election to the Dispute Resolution Committee and to Administrative Committees.

4. ANNOUNCEMENTS

The Executive Committee will meet on Friday, March 28, 1997. Reports and resolutions for the April Senate meeting should be received by the Executive Committee before that date.

The second announcement is that President Trachtenberg, or rather, Professor Trachtenberg, is scheduled to deliver his last lecture at the Western Presbyterian Church on Wednesday, April 2, 1997, at 7:00 p.m. Unfortunately, I have already scheduled another engagement and cannot show up to see that he actually delivers his last lecture, so I encourage all of you, who can make it, to appear and hold him to his promise. Thank you.

THE GEORGE WASHINGTON UNIVERSITY  
Washington, DC

The Faculty Senate

March 3, 1997

The Faculty Senate will meet on Friday, March 14, 1997, at 2:10 p.m. in the Gelman Library, Room 202.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of February 14, 1997, as previously distributed
3. Introduction of Resolutions
4. Report on Mid-Campus Development Project by Al Ingle, Associate Vice President for Business Affairs
5. Report on Washington Research Library Consortium by Lizanne Payne, Executive Director
6. Report on Research Capabilities of the Libraries by Jack Siggins, University Librarian
7. Progress Report on Conflict of Interest Policy by Professor Robert J. Harrington, Chair, Special Committee on Faculty Conflict of Interest Policy
8. Progress Report on Negotiations Concerning the School of Public Health and Health Services by Professor Robert J. Harrington, Chair, Ad Hoc Committee on SPHHS
9. General Business:
  - (a) Nomination for election of the Nominating Committee for the 1997-98 Executive Committee: Professors John G. Boswell (GSEHD), Convener; Diane N. Brewer (CSAS); Mervyn L. Elgart (SMHS); Robert J. Harrington (SEAS); Lawrence Mitchell (GWLS); Michael Sodaro (ESIA); and Debra Sheldon (SBPM)
  - (b) Report of the Executive Committee: Professor John G. Boswell, Chair

**9. General Business (cont'd)**

(c) Interim Reports of Senate Committee Chairs

**10. Brief Statements (and Questions)**

**11. Adjournment**

*Brian Selinsky*

**Brian Selinsky  
Secretary**